



DEPARTMENT OF THE ARMY  
U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE  
100 STIMSON AVENUE  
FORT LEAVENWORTH, KANSAS 66027-2301

REPLY TO  
ATTENTION OF:

ATZL-SWY

15 January 2008

MEMORANDUM THRU Deputy Commandant, Command and General Staff  
College, Fort Leavenworth, Kansas 66027

FOR Commandant, Command and General Staff College, Fort  
Leavenworth, Kansas 66027

SUBJECT: CARL Application for Federal library of the Year Award

1. For DECISION.
2. PURPOSE. To obtain the Commandant's signature on the enclosed application.
3. RECOMMENDATION: That the Commandant sign the enclosed application for the FY2008 Federal Library/Information Center of the Year Award, presented by the Library of Congress.

APPROVED  DISAPPROVED  SEE ME

4. BACKGROUND AND DISCUSSION:

a. The FY 2007 Federal Library/Information Center of the Year Award recognizes and commends outstanding, innovative, and sustained achievements during Fiscal Year 2007 by a federal library or information center. The awards are given to both small library/information centers (with a staff of 10 or fewer federal and/or contract employees) and larger library/information centers (with a staff of 11 or more federal and/or contract employees).

b. The award consists of a plaque and a certificate for the library. The Federal Library and Information Center Committee (FLICC) covers the cost of travel for a representative from the library, and a managing official from the parent institution to attend the annual FLICC Forum held at the Library of Congress in Washington, D.C., where the awards will be presented.

c. A separate plaque which recognizes each year's recipients will be displayed at the FLICC offices at the Library of Congress.

d. Supporting materials required by the committee are at TAB A.

ATZL-SWY

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5. IMPACT. This award encourages and recognizes excellence and innovation by Federal libraries. Such recognition would significantly enhance CGSC's reputation.

6. COORDINATION.

CofS  
ADC

~~CONCUR/NONCONCUR~~  
CONCUR/NONCONCUR

*[Signature]*  
*[Signature]*

DATE 24 Jan 08  
DATE 25 Jan 08

7. POC for this action is Mr. Edwin B. Burgess at 758-3033.

4 Encls

1. Nomination Form
2. Letters of Endorsement
3. Supporting Documentation

## **Nomination Form**

- 1. FLICC Nomination Form**
- 2. Mr. Jeffrey LaMoe Nomination  
Memo**
- 3. LTG Caldwell Endorsement  
Memo**



## FLICC Library/Information Center of the Year Award Nomination Form

This is not an interactive Web form.

Fill out the form, print it via your browser and get required endorsements and signatures. Then fax or mail according to the instructions below.

### NOMINEE (PLEASE PRINT:)

Library/Information Center Name:	Combined Arms Research Library		
Name of Director/Head:	Edwin B. Burgess		
Agency:	U.S. Army Command and General Staff College		
Library Address:	250 Gibbon Ave.		
City:	Fort Leavenworth		
State:	KS	Zip:	66027-2314
Phone:	913-758-3033		
Fax:	913-758-3014		
Email:	edwin.burgess@us.army.mil		
Number and type of Users/Patrons:*	30,177		
Number of Staff (In-house and Contracted):*	37		
Total Annual Budget from All Sources (including salaries, acquisitions, and other operating expenditures):*	\$2,839,400		

#### Additional comments or explanations:

Our supporting documentation falls into two groups: 1) marketing and outreach consisting of flyers and brochures created in FY07, and 2) usage statistics for our databases and online catalog, which show very remarkable increases in comparison to FY06. This comes as a direct result of the many initiatives detailed in Criterion 2.

### NOMINATOR:



DEPARTMENT OF THE ARMY  
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25 January 2008

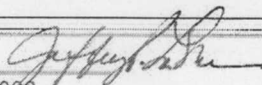
MEMORANDUM FOR Federal Library and Information Center (FLICC)  
Committee

SUBJECT: FLICC Library/Information Center of the Year Award  
Nomination

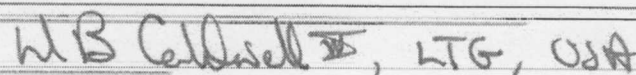
1. I wholeheartedly nominate the Combined Arms Research library (CARL) for the honor of "Best Federal Library and Information Center of the Year."
2. The CARL is unquestionably the best library I have worked with in all my years in the military. The range of services it provides, its attention to the needs of students, faculty, scholars, and the Army community at large, as well as its constant focus on its mission are without peer.
3. The CARL truly sets the standard to which all other federal libraries should aspire and richly deserves this award.
4. Point of contact for this memorandum is Mr. Edwin Burgess, 913-758-3033.

A handwritten signature in black ink, appearing to read "Jeffrey P. LaMOE", is positioned above the typed name.

JEFFREY P. LaMOE  
Chief of Staff  
United States Army  
Command & General Staff College

Name:	Jeffrey P. LaMoe	
Title:	Chief of Staff	
Organization:	Command and General Staff College	
Preferred Address:	100 Stimson Ave.	
City:	Fort Leavenworth	
State:	KS	Zip: 66027
Phone:	913-684-2904	
Fax:	913-684-2906	
Email:	jeffrey.lamoe@us.army.mil	
Relationship to Nominee:	Supervisor	
<p><b>Nomination statement (mandatory):</b> I believe the nominee should be Federal Library or Information Center of the Year for Fiscal Year 2007 because (50 words or less).                  The CARL is the best library I have been associated with in my years in the military. The range of services, the attention to students' needs and the continual focus on the mission are extraordinary. The CARL is unquestionably a great library and entirely deserving of this award.</p>		
Signature:		Date:
	24 Jan 2008	

**MANAGEMENT APPROVAL (Organization above the Library/Information Center):**

Name:	William B. Caldwell, Lieutenant General	
Title:	Commander, CAC	
Organization:	U.S. Army Combined Arms Center	
<p><b>Statement of approval:</b> I approve this nomination for Library/Information Center of the Year.                  Comment:                  To quote John Keegan, the CARL is "one of the most magnificent militaries in the Western world." The CARL's vision is to be the best, and they succeed. Attention to detail, technological advancement, and a newfound ability to serve remote users puts them at the top of the game.</p>		
Signature:		
Date:	25 JAN 08	

**INSTRUCTIONS:**

**Deadlines:** All nominations must be faxed no later than February 1, 2008. If a nominator does not receive confirmation of the nomination by February 8, 2008, please contact Lizzie Daniels by phone at (202) 707-4813. Fax nominations to the Federal Library and Information Center Committee (FLICC) at (202) 707-4825. The FLICC Awards Working Group will receive and screen applications and submit a list of

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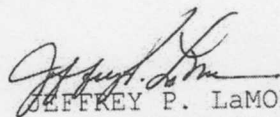
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JEFFREY P. LaMOE  
Chief of Staff  
United States Army  
Command & General Staff College





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25 January 2008

MEMORANDUM FOR Federal Library and Information Center (FLICC)  
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SUBJECT: FLICC Library/Information Center of the Year Award  
Nomination

1. I enthusiastically support the nomination of the Combined Arms Research Library (CARL) at Fort Leavenworth Kansas for the honor of best library in the federal system. In the words of the celebrated British military historian, John Keegan, the CARL is "one of the most magnificent military libraries in the Western World." It is truly the best library in the U.S. Army and, I believe, in the entire federal library and information system.
2. The Combined Arms Center at Fort Leavenworth is the intellectual center of the U.S. Army and the CARL is at the heart of this institution. Its collection of over 320,000 volumes, professional journals, historical documents, and video materials is used extensively by U.S. and international officer-students, faculty, and research scholars at the Command and General Staff College (CGSC) and the Army community at large.
3. The CARL leadership has transformed it from being a passive repository of printed material to an active, network-centric, digitally-enabled, and user-friendly institution, responsive not only to the needs of local users, but to users around the globe.
4. Again, I enthusiastically endorse the CARL for the honor of outstanding Federal Library of the Year.
5. Point of contact for this memorandum is Mr. Edwin Burgess, 913-758-3033.

*W. B. Caldwell*

WILLIAM B. CALDWELL, IV  
Lieutenant General, USA  
Commandant

## **Selection Criteria**

1. **Mission Support** (Strategic Vision and Goals for FY07)
2. **Creativity/Innovation in Services FY07**  
(Accomplished in FY07)
3. **Customer Satisfaction** (Positive outcomes)

## 1. Mission

### United States Army Command and General Staff College (USACGSC)

The USACGSC is a graduate-level, regionally accredited, academic institution that educates and develops all of the Army's majors (mid-level officers) for full-spectrum, joint, interagency, and multinational operations. It acts as the lead agent for the Army's leader development program, prepares senior officers for battalion and brigade command, and educates the Army's civilian leadership through the new Army Civilian Education System. In addition, each year, the USACGSC educates over 100 officers from foreign nations and selected officers from the Navy, Marine Corps, Air Force, and other federal agencies. The USACGSC has an annual enrollment of 14,332 officer-students, who are educated and mentored by more than 700 professional, academically credentialed faculty and staff. The USACGSC campus, which includes the Combined Arms Research Library (CARL) and the new Lewis and Clark Center, employs state-of-the-art digital educational and communications technologies and is recognized as the Department of Defense's (DoD) premier academic institution.

The college leadership seeks to achieve its complex educational mission by focusing on the following strategic priorities:

- \* Encourage independent, critical, and innovative thinking among faculty and students in order to grow leaders capable of solving the complex problems faced by the nation in war and peace
- \* Encourage faculty and students to research, publish, and contribute to the body of professional knowledge
- \* Integrate leadership, cultural awareness, and communications skills throughout the curriculum
- \* Recruit, develop, and retain a world-class faculty which will serve as the intellectual center for the Army
- \* Support the Army's current operations in war and peace and advance the profession of arms

### Combined Arms Research Library (CARL) Support of the USACGSC Mission

The principal mission of the CARL is to support the USACGSC's educational and research needs by maintaining and growing a collection of reference materials and providing access to print, electronic, and web-based resources. Recently, the college has expanded and now includes three "satellite locations" at Army installations on the east coast as well as a department of distance education. Thus, the CARL also serves some 8,000 students and faculty world-wide, including some serving in combat zones. The CARL also serves the Combined Arms Center at Fort Leavenworth (CAC), the Army's Training and Doctrine Command (TRADOC) and other Department of the Army (DoD) activities and installations. In addition, the CARL also faces the unique challenge of not only serving the premier academic institution in the Army, but also serving as a community library that meets the informational, recreational, and educational needs of all the service members and families that comprise the Fort Leavenworth community. To do this, the CARL promotes use of its facilities and more effective ways soldiers, their families, and DoD civilians can use its resources.

To achieve its various missions, the CARL's strategic vision focuses on promoting the library as a network-centric, learning and adaptive organization that provides both local and distant customers access to authoritative content wherever and whenever they might need it with prompt, professional, and friendly service. To bring this strategic vision to full fruition the CARL leadership established the following goals:

1. Provide reference and research support to USACGSC, CAC and Ft. Leavenworth including its "satellite locations" as well as serve the educational and recreation needs of the post community.
2. Expand and improve access to authoritative print and electronic content through marketing, education, and investment in both content and access technologies.
3. Maintain book, document, databases, e-resources, video and audio collections that are both comprehensive and relevant in the field of military arts and science.
4. Dramatically improve and upgrade the physical layout, conditioning and organization of the library in order to promote better access to and increased usage of our resources.

It is important to note that, in keeping with the Army's vision of educating officers who are multi-skilled, adaptive, and resourceful leaders, the CARL is equally committed to the professional development of its staff through by supporting travel, educational, and speaking opportunities for its staff. It is no less essential for our staff members to hone their skills and knowledge in this transformative age in the library profession than it is for the men and women we serve. This professional development will be described more fully in the next section.

The objectives we set and achieved in meeting these goals this past year will be highlighted in the ensuing section, **Creativity and Innovation in Services; E-Access Initiatives, Marketing/Outreach Initiatives, Research/Public Service Initiatives, Physical Upgrades and Professional Development initiatives.**

## 2. Creativity/Innovation in Services

### E-Access Initiatives

- Added over 2,000 new objects to the CARL Digital Library. Nearly **5 million items** were viewed by our customers in the first 6 months of FY07 alone, easily surpassing the previous year.
- Added over **8,000 e-books**, downloadable audio files, music files and online videos from Overdrive.
- Provided access to all of our Digital Library objects through OCLC and also made these searchable within our OPAC.
- Created an OPAC search index to all full-text electronic materials, including digital library objects, e-books and reports from a wide variety of government sources on defense topics. This new index alone saw an average of **700 searches each month**.
- Added additional RSS feeds to the CARL catalog, highlighting children's and audiovisual materials.
- Added a new materials request form to the catalog and developed a new work flow for reference and acquisitions to ensure prompt action on new requests. The CARL has acquired scores of new books in this fashion.
- Created and added to our catalog several Google Custom search engines which have greatly improved access and seen extensive use.
- Created a reader's advisory blog accessible from the CARL OPAC that saw nearly **8,000 visits** in the period Jan to Oct 2007.
- Created customized Serials Solutions search boxes, resulting in FY07 database usage **surpassing FY 06 by 28%**.
- Designed a series of web pages on contemporary subjects of special interest to the Army community such as cultural awareness, country studies on Iraq and Afghanistan, religious resources and post-traumatic stress disorder (PTSD).
- Established a library Blackboard page for the college, providing seamless database access, research tutorials, and other assistance especially valuable to our many distance education students.
- Disseminated six Open Search plugins for Firefox and IE 7.0 which make faculty access to CARL resources faster and more intuitive.

### Marketing/Outreach Initiatives

- Created flash video on resources of the CARL Digital Library. <http://www.comarinsblog.com/>
- Conducted two dozen Brownbag sessions for CGSC faculty and students on topics such as RSS feeds, persistent URLs, Refworks, Copyrights, Research Techniques, and use of the Online Catalog and other databases. The Copyrights session was filmed and is available for staff and faculty to view on the CGSC intranet.
- Hosted a Harry Potter birthday party with the Ft Leavenworth Youth Services Division, to which more than **60 children attended**. Executed a combined young child program with the DoD elementary schools bringing children to the library and doing book talks.
- Created four Google Gadgets using the Google gadget API to market our RSS feeds and Digital Library to the entire world.
- Created nearly a dozen flash online tutorials that demonstrate to patrons how to subscribe to RSS feeds, find book reviews, use databases and the catalog and more. <http://cgsc.leavenworth.army.mil/carl/tutorials/index.asp>
- Provide research support, books and database access to the eHraf World Cultures database for the Army's newly established Human Terrain Teams, trained here at Fort Leavenworth before deploying to Iraq and Afghanistan.

### Research/Public Service Initiatives

- Partnered with the Combat Studies Institute, a historical research and writing division at Fort Leavenworth, to display and distribute their 180-plus publications through the library, and on the CARL web page. The latter brought some 608,000 additional hits to our site in FY07. Completed the 10 year long government document cataloging project, resulting in an electronic catalog offering subject and title access to these 3,0000 unique documents, many classified or restricted.
- Provided faculty at CGSC's three satellite campuses with library cards, ILL privileges, database access and research support.
- Provided Archives training and practicums to dozens of students and scholars to complete their history course requirements. Assisted historians preparing Ft Leavenworth building reuse studies as well as numerous PhD candidates.
- Created a New Titles book display for the first time that has had resounding success, **with 43% of those titles** checked out.
- Offered for the first time individual research interviews for masters' students, helping about two dozen of them select and use databases appropriate to their topic and introducing them to the use of RefWorks.

### Physical Upgrades/Remodeling to the CARL

- Purchased new state of the art photocopiers and printers for both the public and staff.
- Installed a plasma screen information kiosk at main entrance to announce events and new acquisitions.
- Purchased two 3M self-check systems, **cutting patron wait time by half** at peak periods.
- Upgraded the library seminar room with a 61" plasma screen and SMART board; which makes it a fully digitized conference space.
- Reconfigured the floor plan to allow for new entrance into the CARL connecting the library to the new Lewis and Clark Center, resulting in increased integration into the College physical plant. Installed eight new work cubicles for our technical staff.
- Designed and coordinated placement of new information signs for the entire library.
- Created a new quiet study area with 4 additional public use computers.

### Professional Development initiatives

- Instituted a professional development policy that all professional staff will have two training experiences per year outside the library.
- **15 librarians and senior technicians**, attended two dozen conferences, workshops and online training activities.
- **Six library staff** members gave presentations at several professional conferences and workshops: Army Library Training Inst., Tri-state Library Conf., Brick and Click Conf., Eisenhower Presidential Library, GPO Depository Libraries Conf. and ContentDM Users Group.
- Two library staff completed the Army's new Civilian Education System's Intermediate course and 2 others completed the Basic Course.
- One librarian earned a **Lean Six Sigma Green Belt**.
- Library staff published **20 book reviews** in Library Journal and had **two articles** accepted for publication in Online Magazine and Information Outlook in FY07.
- Created a library staff Web 2.0 tutorial to introduce the library staff to user-created content.
- Planned and organized and hosted the **51<sup>st</sup> Annual Military Librarians Workshop**, Dec 2007

### 3. Customer satisfaction

Our creative initiatives over the past year yielded significant results in customer satisfaction as measured by both customer feedback and usage statistics of key resources. In FY 07 the CARL made a determined effort to assess the satisfaction of our customers, particularly the students of the Command and General Staff College. We participated for the first time in the College's Master Evaluation Plan (MEP) conducted by the Quality Assurance Office and worked closely with them in developing the survey instruments that went before the students. Our MEP emphasizes a three-pronged approach to capturing customer satisfaction; surveys (formal and informal), statistics tracking, and focus groups. We conducted a patron survey covering our provision of general library services and resources as well as a separate survey focused on user satisfaction with our research databases. We also examine feedback from our Question Point service, e-mails, and comments to staff.

We show statistics in the supporting documentation for our database usage which increased an impressive 28% in FY07 compared to FY06. Our user population remained constant over the same period. This dramatic increase is directly attributable to our new marketing and outreach initiatives in FY07 that included brownbag lectures, online tutorials, flyers, newsletters, faculty weekly updates and one-on-one research interviews that emphasized our databases.

At the start of FY07 we considered ways that we could add more value to our online catalog. Our systems librarians adopted several important measures that effectively revitalized this resource making it a central tool for our users' research needs. As the charts in our supporting documentation illustrate, the number of searches in our OPAC increased steadily and dramatically over the course of FY07 and overall showed a 76% growth in searches as compared to FY06. This resulted from a determined effort to bring more full text content into the catalog for our users in the form of ebooks, audio files, and military monographs; and from the implementation of special full text search indexes to make the content more readily accessible. Anecdotal evidence indicates that users also particularly appreciated the addition of media and format icons that we systematically added to our catalog's bib records and the inclusion of the OPAC search box visible on the library home page.

Our library partnership with the Combat Studies Institute (CSI) (see our poster in supporting documentation) has been very popular with our patrons. We began making the 120+ CSI publications freely available at our library entrance for patrons to take and we have distributed several thousand copies to military and civilian customers. The inclusion of CSI publications on our website brought over 608,000 additional hits and nearly 400,000 visits to our website in FY07.

Here is a sampling of some of the comments that we have received which illustrate the positive impact our services are having on the life of the College and Fort Leavenworth:

"GEN Petraeus (and I) both send our compliments and thanks to you for all of your great help during our time at Leavenworth....Thank you for your thoughtful research and response (to the General's questions on T.E. Lawrence). I sent them in to GEN P, I think you nailed them." -- MAJ Everett S. P. Spain, Aide-de-Camp to the Commanding General Multi-National Force-Iraq

"Continue to do what you do best "Serve the patrons." -- Survey feedback Summative Review 9 Mar 2007, page D-9

"The CARL is the crown jewel of military libraries. The staff is first class and always finds what is needed." -- Survey feedback Summative Review 9 Mar 2007, page D-3

"One of the best libraries I've ever had the pleasure of using. A wealth of information and the librarians are worth their weight in gold!" -- Survey feedback Summative Review 9 Mar 2007, page D-2

"Ms Merrifield, I want to take this opportunity to thank you for all your help last week while I was at CARL. I have been going over the 20+ pages of notes I took there and have already started using them in the book chapter draft. I greatly appreciate how enthusiastic you were, the promptness with which you brought the materials and your patience. You were great to work with and I want to commend your professional ability." -- e-mail from Brian McAllister Linn, Professor of History, Texas A&M University

"The CARL is the best for working on my many research papers. I attend UMKC and don't find their library even close to the CARL facility." ---- Survey feedback Summative Review 9 Mar 2007, page D-9

Finally it is important to note that, over and over again, in the open-ended comments it was our "excellent," "friendly," "competent" staff that garnered rich accolades for their service to the college and its programs.

## **Supporting Documentation**

- 1. Statistics**
- 2. Marketing & Outreach**

## **Marketing and Outreach FY07**

- 1. Brochures**
- 2. Flyers**
- 3. Posters**