Blueprint for Academic Excellence

University Libraries 2013-2014

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Executive Summary

The University Libraries function according to four cornerstone activities. These include collection development and processing; public services; facility development and enhancement; and recruiting and training exceptional faculty and staff. These cornerstone activities will have significant impacts on some of the Dashboard Metrics and none on others. The Library is not going to have an impact on enrollment, SAT scores or student to faculty ratios. Even so, each of our cornerstone activities will have an impact on retention, graduation, research, faculty awards and doctoral degrees. As the old saying goes, "You will not graduate from the Library, but you will not graduate without the Library."

The Library's Liaison program consists of a librarian who is assigned to each academic department in the University. Each academic department assigns one faculty member as the Library Representative. This relationship is intended to assure that the library is acquiring the resources and providing the services needed for each academic area. It also allows the library to assess formats that best relate to the teaching and research needs.

The importance of Collection Development to the Academic Dashboard is very clear. Teaching, research, and learning activities throughout the University are closely tied to having needed library resources available in easily accessible formats. As in most of the Dashboard metrics, the library cannot actively drive the numbers. Our role is to anticipate needs and be available as users require our resources and services.

Library services include individual reference interactions and library instruction sessions. During the current year, librarians answered 88,265 questions from students at service desks. The average interaction time with students at service desks is roughly five minutes in length. This equates to 7,535 hours of individual instruction. Librarians conducted 1,434 class sessions that included 28,068 students. I believe it is safe to say that this level of contact is making a significant impact on the Dashboard metrics in terms of retention and graduation rates.

Section II: Meeting Academic Targets

The library's targets must function in relation to Collections, Services, Spaces and Staff. We have made substantial strides in each of these areas.

The library's collections can be viewed as two collection areas. The first is the general collection of the Thomas Cooper Library, Music Library and Business Library. This collection area is dominated by electronic databases and has been well supported by annual increases to

offset inflation. The issue that we continue to face has to do with expanding interdisciplinary curricula that require new resources. Our budget increases have to do with inflation and do not allow the collection to grow into new areas unless we reduce funding in other areas. This is a balancing act and is not the best way to support faculty and student needs. The library has been successful in developing endowments to support pockets of the collection and is supported by two large general endowments.

Even so, the Library was able to purchase several products this year with help from academic departments. Working with the History Department, we were able to purchase The American Periodical Series. Some of the resources that are needed are beyond our budget and we are not able to make cuts to free up dollars.

The second area of collection growth is in our four Special Collection areas: Rare Books, Moving Image Research Collections, South Carolina Political Collection and South Caroliniana Library. Each of these collection areas has added significant new research Collections in the last year. Highlights include:

Rare Books: The Edgar and Julie Grissom Hemingway Collection.

Moving Image Research Collections: The William and Harry Birch Collection of Movietone News Film and Cameras.

South Caroliniana Library: Mary Boykin Chesnut Civil War Photograph Album, 208 carte-de-visite photographs, ca. 1861-1865.

South Carolina Political Collections: The papers of USC Professor and US Ambassador to Korea Richard L. "Dixie" Walker.

The physical spaces of the University Libraries continued their evolution as they must. The move of mathematics collections to the Cooper Library from LeConte College was a major undertaking. Although very unpopular with the Mathematics Department, this move was essential to consolidating collections and reducing costs. Maintaining a collection area that was rarely visited was an extravagance that the library could no longer maintain.

The Cooper Library has benefited from a number of changes. These include a new roof, new loading dock and new elevators. Massive renovations are underway in preparation for the move of Library Processing Services and the arrival of the Career Center. The Cooper Library has installed a number of electronic signs to guide students and direct visitors to events.

The Hollings Library is being upgraded to include more multi-media exhibits and electronic signage. Multi-media exhibits are intended to make the South Carolina Political Collections exhibits more engaging.

The University Archives are being readied for a move to the former State Archives building. This will allow the library to vacate the Pearle Warehouse space. The Pearle Warehouse has never been an appropriate area for library collections and services.

The Business Library has been working to strengthen electronic collections in advance of their move into the new Moore School of Business building. The library space in this new building will not include a paper book or journal collection. Our desire is to create a library of the future that would be based on electronic access to resources. The focus of our business librarians will be information literacy, teaming with teaching faculty to integrate library research into the curriculum.

Library services, while maintaining traditional reference and circulation, continue towards an Information Literacy service structure. The need for service desks to be staffed is rapidly coming to an end. In person services will be collapsed into a single service point. This will allow professional librarians to focus their activities on interactions with students and faculty in the classroom.

Section III: Meeting Key Performance Measures and Goals

A. Five Year Goals

Goal 1. Ensure the Libraries' ability to recruit, develop, and retain exceptional librarians and staff
- Increase the Libraries' personnel budget
- Develop endowed chair and/or named positions
- Support training and professional development of faculty and staff

Goal 2. Ensure the Libraries' services support and enhance the research behaviors of 21st century learners.
- Accommodate access to library resources at the point and place of need.
- Broaden online infrastructure to support diverse virtual environments
- Expand Information Literacy initiatives in support of teaching and learning
- Align services and programs for student success and retention

Goal 3. Create and maintain outstanding learning environments responsive to the needs of our users.
- Build second unit onto Library Annex to free space in Thomas Cooper Library
- Improve or repair deteriorating building infrastructure
- Balance needs of collections, staff workspace, and student study space in planning
- Monitor space needs of non-library entities residing in the library
- Explore learning environments that integrate campus partners for enhanced user experience.

Goal 4. Cultivate collections that support the curricular and research needs of the University.
- Monitor funding allocations for increasing electronic collections

- Increase support for digitized content and emerging formats
- Focus on collections impacting research and scholarship
- Participate in consortial resource sharing and other partnerships that expand access to scholarly materials.

B. 2012-2013 Academic Year Goals

Goal 1. Foster an institutional culture that encourages professional growth, collaboration, and organizational effectiveness.
- Fill positions: Associate Dean, Head Business Librarian, Assistant Acquisitions Librarian, Cataloging Librarian, Assessment Librarian, Manuscripts Librarian, others
- Support training and programming for staff development to encourage excellence and provide opportunities for growth

Goal 2. Enhance and promote the Libraries' information services that enable scholarship, faculty research, and student academic success.
- Expand LIB101: Information Literacy to include 80+ online sections and continue in-person sessions
- Promote Book a Librarian service and research consultations
- Implement LibAnswers service for better reference service triage.
- Identify a discovery system to enhance access to scholarly resources and seek funding.

Goal 3. Offer adaptable and well-equipped learning environments and facilities.
- Develop plan to renovate main level combining service points as appropriate and allowing for better traffic flow
- Remodel entryway and exhibit spaces in Hollings Library
- Explore opportunities to collaborate with partner entities residing in the library for enhanced user experience.
- Collaborate with other institutions on shared print storage
- Establish guidelines for annexing materials and explore possibility of weeding project in response to space constraints.
- Complete web redesign that streamlines access and brings library in line with new university web branding initiatives.

Goal 4. Strengthen collections that support the teaching and research of the University and enhance educational experiences.
- Refine collection development strategies focusing on patron driven acquisitions.
- Pilot demand driven acquisition project for ebooks.
- Strengthen the electronic resources of the Springs Business Library as it transitions to a paperless library
- Acquire unique special collections that enhance learning through exposure to primary source materials.
- Participate in ASERL journal retention project and explore other partnerships for shared print collections.

Section IV: Appendices

A. Resources needed

Collection Budget Inflation Support - $349,000 Recurring

These funds are used to offset inflation on the databases and serials purchased by the library. The calculation is based on an average 6% inflation on $4.9 million in electronic resources and an average 7% inflation on $800,000 in paper resources.

Library 101 - $186,078 - Recurring

These funds are used for 80 sections of the Library 101 one hour course that is offered to transfer students to complete the Information Literacy requirement. This on line course was created at the request of the Provost's Office. The funds provide salaries for two fulltime positions and sixty part time employees.

Regional Campus Library Support - $100,000 Recurring

The University Libraries have provided acquisitions, processing, interlibrary loan and cataloging support for the two and four year campuses. Recent retirements have required us to fill two full time positions to continue to support these activities.

UTS Maintenance Contract Support - $65,000 Recurring

UTS has covered the maintenance contract costs of three information technology products for the University Libraries. These total $196,420. Vice President Hogue has requested that Provost's Office provide this funding over a three year period. The Provost requested that this amount be included in the Library's budget request over the next three years.

Arader Map Donation Processing - $100,000 One-time

The Library will receive a $30 million gift of rare maps from the Graham Arader Galleries. We request one time funds to purchase map cases and hire temporary catalogers.

Associate Dean of Libraries - $50,000 Recurring

The Library seeks additional funding in order to attract a top candidate to this key position in the Library administration.

IT and Electrical Infrastructure - $50,000 One-time

With additional staff in the Student Success Center, Carolina Connect, and the Center for Teaching Excellence, the Library needs to increase Ethernet connectivity and electrical outlets.

Totals: $750,078 Recurring

$150,000 One Time

B. Benchmarking Information

There are many ways to measure and rank university research libraries. The following ten research libraries are listed because they excel in funding, collections, services and initiatives. They are listed alphabetically:

Cornell University
Duke University
North Carolina State University
University of California, Berkeley
University of Illinois
University of Michigan
University of North Carolina
University of Southern California
University of Texas
University of Washington

The university research libraries that are examples of our peers include:
University of Florida
University of Georgia
University of Kentucky
University of Tennessee
Vanderbilt University

Each of these libraries is at SEC universities. They all have a budget, collections and services on a par with the University of South Carolina University Libraries. Each of these libraries is a member of the Association of Southeastern Research Libraries and as such, works very closely with our library.

C. Strengths and Important Accomplishments

One of the greatest strengths of our University Libraries is our Special Collections. Special Collections separate research libraries from libraries that simply have large collections. Our University Libraries have four major Special Collection areas:

*The South Caroliniana Library is one of the finest southern history collections in the world.

*The Rare Books and Specials Collections unit of the University Libraries houses over 100,000 volumes. We rival much larger collections in the excellence and unique character of the collections that we hold.

*The South Carolina Political Collections is the only collection of its kind in the United States. Most political libraries have the papers of one individual.   We now house the papers of over 80 individuals and we are continuing to grow.

*Moving Image Research Collections (MIRC) is among the ten largest film archives in the United States.

An additional strength of the University Libraries is its faculty and staff. The University Libraries are very understaffed. Our peer SEC libraries average 242 faculty and staff to our 179. Our beginning and average library faculty salaries are at the bottom of the 123 Association of Research libraries. Even so, our library compares well in collections and services to any other research library. This is due to the dedication and hard work of the library faculty and staff.

The most significant accomplishments of the University Libraries over the last five years include a number of improvements to our facilities, including the construction of the Hollings Special Collections Library. Many new collections have been added including a first edition Catesby, the Chinese Film Collection, Ernest Hemingway collection, Ariail Astronomy Collection and the Winston Churchill Collection. New services have been implemented such as the Scan and Deliver service and the office book delivery service.

D. Weaknesses and Plans for Addressing Weaknesses

The most significant weakness of the University Libraries is the absence of a dedicated revenue stream to support increases in collection budgets, wear and tear on facilities, salary inequities and needed positions to support changes in the provision of library services. Many universities accomplish this through a library fee. The result has been that the Library must approach the University Administration, University CIO, donors or fellow Deans to support Library initiatives.

E. Unit Statistical Profile

11. Number of Faculty (Librarians do not have rank)

	Fall 2010	Fall 2011	Fall 2012
Tenured	25	31	34
Untenured	12	15	16
Non-tenure track	1	1	1
Total	38	47	51

12. Current number and change in number of underrepresented minority groups from FY2011

	Fall 2011	Fall 2012	Change
Tenured	15	17	+2
Untenured	9	11	+2
Non-Tenure Track	1	1	No change
Total	25	29	+4

F. Statistical Research Data

1. Total number and amount of external sponsored research proposal submissions by funding source for FY2012

Description	# Submissions	1st year amount
Federal – (FED)	4	$66,825
Private, Foundations, Non-Profit – (PHI)	2	$6,419
Total	**6**	**$73,244**

2. Summary of external sponsored research awards by funding source for FY2012

PI	Total Sponsor	Federal	Private
Keeney, Craig	$1,000	$1,000	
Pappas, Lydia	$5,212		$5,212
Boyd, Kate	$393,592	$393,592	
Horton, Mary	$2,500		$2,500
Wilsbacher, Greg	$15,000	$15,000	
Total	**$417,304**	**$409,592**	**$7,712**

3. Total sponsored research expenditures per tenured/tenure-track faculty for FY2012

Faculty	Tenure/Tenure-Track	Total Expenditures
Boyd, Kate	Tenured	$196,155
Horton, Mary	Tenure-Track	$123,515
Keeney, Craig	Tenured	$282
Sudduth, William	Tenured	$11,083
Wilsbacher, Greg	Tenured	$193,746
Total		**$524,781**