University Libraries

Blueprint for Academic Excellence 2015-2016

Section I: Executive Summary

The University Libraries function according to four cornerstone activities. These include collection development and processing; instruction and research 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 going to have little impact on enrollment, SAT scores or student to faculty ratios. Some key collections will attract high achieving undergraduates who will want to work with manuscript materials. 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 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.

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 ensure 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.

With the expansion of our LIBR101 program, the Research and Instruction department became an academic unit overnight. Librarians taught 80+ sections of a one credit information literacy course in support of the Carolina Core. Our staff has had to learn the intricacies of enrollment and registration, advising, student support services and referral, and general education curriculum. We now require an instructional designer, program coordinator, and oversee 20+ adjuncts each semester. Our HR representative has to handle paperwork for hiring and dual employment. The Provost's office pays program coordinator's salary, $1000 (plus fringe) to adjunct for each section, and ½ of curriculum librarian salary for the next two years. We are now actively pursuing partnerships with faculty who teach courses with a research component to overlay information literacy in support of the Carolina Core.

Our Research and Instruction librarians also continue to assist students directly through individual reference transactions, research consultations and library instruction sessions tailored to specific courses. Last year, librarians answered 60,000 questions from students at our service desks and our online research guides were viewed 141,898 times. They also provided 73

individual Research consultations. The number of library instruction sessions continues to increase every year. All ENGL102 students are provided with a library instruction session. In all, 12,196 students attended 583 instruction sessions by librarians to support research in Public Health, Nursing, History, Speech, Engineering, Art, Theatre, and other areas. These levels of instructional support are 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.

Collections

The library's collections can be viewed as two collection areas. The first is the general collection found in the Thomas Cooper Library and Music Library. (The Springs Business Library, which was to become part of the new Moore School, had to be eliminated due to lack of space.)

General Collections

The general 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 are indexed to inflation rates and only allow us to maintain current collections. These dollars 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 the collections, but these are often guided by donors to support specific subject areas.

Even so, the Library was able to purchase several products this year with help from academic departments. Some of the resources that are needed are beyond our budget and we are not able to make cuts to free up dollars. Key purchases of the last year include:

- **Joint purchase Library, Arts & Science, Provost Office, History Department:**

  Early American Newspapers, Series I 1690-1876.

- **Joint purchase with Law School Library:**

  Documentary History of the Ratification of the Constitution digital edition

- **Joint purchase with Political Science Department:**

  iPoll

Special Collections

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

Many new collections have been added this year including the Pat Conroy Archive, the Elmore Leonard Collection, the Darla Moore Collections, and the Dashiell Hammett Collection, as well as significant additions to our world class natural history collections, the Scottish literature collection, the F. Scott Fitzgerald Collection, the Ernest Hemingway Collection, the Great War Collection, the literary annuals collection, and the historical children's literature collections.

Moving Image Research Collections

Since the spring 2013 purchase of a LaserGraphics ScanStation, funded by the Vice President's Office for Research, MIRC has acquired more than a dozen home movie collections documenting the fabric of daily life for South Carolinians and their families from the 1940s through the 1970s.

South Caroliniana Library

James E. Kibler Jr. Literary Collection, Thomas Jefferson Goodwyn oil portrait, ca. 1835, John Blount Miller and Mary Elizabeth Murrell Miller oil portraits, ca. 1835-1836, Martha Savage Gibson oil portrait, 1838, Henry P. Moore photograph, "Slaves of the Rebel General T.F. Drayton, Hilton Head Island, SC, 1862".

South Carolina Political Collections:

Six new collections consisting of the papers of J. Michael Baxley, James Covington, Virginia L. Crocker, Anton Gunn, Sherry Shealy Martschink, and Terry Peterson.

Physical Spaces

The physical spaces in the library are in a state of constant change and most of the time improvements rely on "the kindness of others". The Mezzanine Level was recarpeted with the aid of the Students Success Center. Levels three and four were recarpeted with the help of University Facilities. Levels three and four had reached the point where something had to be done. The University Libraries are very grateful to Derrick Huggins and Jim Demarest for their assistance in making this happen.

Meeting spaces and classrooms in the Thomas Cooper Library were scheduled 584 times totaling 2600 hours of use by groups outside the library. These groups include TRIO, USC Connect,

UTS, Provost's Office, Faculty Senate committees, academic departments and Continuing Education. We developed a system for USC organizations to request space and devoted considerable staff time to managing requests, scheduling, training users on technology in meeting spaces, arranging access to spaces, etc. Our group study rooms and collaborative technology rooms were reserved by students and faculty 24,000+ times.

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 Springs Business Library was prepared to move into the new Moore School. Unfortunately, the Moore School found that they did not have enough space to support a library. The result was that Moore School collections and services had to be incorporated into the Cooper Library. We have devoted a professional library position to the Moore School and her focus will be to partner with teaching faculty to integrate business research skills into the curriculum.

The Caroliniana Library has emptied its shelves of all irreplaceable materials in anticipation of a major renovation. Should no funding come from the legislature, we will undertake a fundraising campaign.

Services

Our Information Literacy programs are expanding and our librarians are focusing their activities on research instruction and interactions with students and faculty in the classroom. There is still a need for traditional reference and circulation activities, but in the future these activities will be collapsed into a single service point. This will require renovations to the main level of the Thomas Cooper Library as we adjust to new workflows and respond to how students make use of the library facility.

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
- Raise funds and renovate South Caroliniana Library
- Improve or repair deteriorating building infrastructure
- Balance needs of collections, staff workspace, and student study space in planning
- Continue creating library environments that support learning and discovery and connect our students, faculty and community in the exchange of ideas

Goal 4: Cultivate collections that support the curricular and research needs of the University.
- 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
- Make our unique collections accessible to scholars and discoverable by students through exhibitions and digital activities

B. 2015-2016 Academic Year Goals

Goal 1: Foster an institutional culture that encourages professional growth, collaboration, and organizational effectiveness.
- Fill positions: Head Library Instruction, Digital Initiatives Archivist, Rare Books Cataloger
- Create opportunities for education and skills enhancement to support evolving roles of librarians
- Implement new strategic planning process and measure effectiveness

Goal 2: Enhance and promote the Libraries' information services that enable scholarship, faculty research, and student academic success.
- Continue to support the Information Literacy component of the Carolina Core by offering LIBR101, supporting ENGL102, and supporting instructors to overlay IL in additional courses
- Expand Book a Librarian service, research instruction workshops, and course-specific library instruction
- Implement LibAnswers service for better reference service triage
- Engage the campus community in addressing scholarly communications issues to enhance research and teaching

Goal 3: Offer adaptable and well-equipped learning environments and facilities.
- Develop plan to renovate main level of Cooper Library combining service points as appropriate and allowing for better traffic flow
- Explore opportunities to collaborate with campus partners for enhanced user experience
- Collaborate with other institutions on shared print storage to free space in Cooper Library
- Continue annexing materials and explore possibility of weeding project in response to space constraints
- Update study rooms and classrooms with appropriate technology for active learning
- Address security needs of multi-purpose building operating 24/7
- Create Graduate Student space in Cooper Library
- Update fire detection and suppression systems in South Caroliniana Library

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
- 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
- Explore and develop best local practices for integrating and promoting open access educational materials
- Evaluate the use of library collections and their impact on research and teaching

Section IV. Appendices

A. Resources needed

Collection Budget Inflation Support--- **$419,665 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 $5,685,233 in electronic books, journals and databases resources and an average 7% inflation on $1,122,165 in print, microform, video and sound recordings.

The post-recession days of the publishers going easy on materials inflation are gone. The vendors are returning to the pre-recession inflation rates. They will most likely continue to push these rates to their highest limit of 8% in the coming years.

If needed, we can absorb a portion of this amount from endowments, but to do so will limit our ability to respond to needed resources for new academic programs.

Personnel Budget Support---$100,000/year Recurring for three years

The Library received one very small increase from the Faculty Replenishment Initiative. Other than that, requests for new positions have been ignored. Now, the Library is faced with a personnel crisis.

Here are a few key issues:

*We have added staff to support the world of paper resources, while supplying the digital resources our users expect.

*We have added staff that support units from Arts and Sciences, Student Affairs and the Provost's Office who occupy our building.

*We have added staff to support the Hollings Program Room that is used by groups from all over the University.

*We have added staff to guide the development of a major new campus facility.

We have received no increases to support the addition of these positions.

*68% of library faculty salaries fall between $41,000 and $59,000.

Our salary compression is a serious issue.

* Our library faculty salaries are at the bottom of the 125 Association of Research Libraries.

This has a serious effect on our ability to recruit anyone other than librarians who are already living in the area.

We are in need of assistance.

Up until now, we have survived by reassigning vacancies. We have run out of options. If we do not receive an increase in our base personnel budget, we will have to begin to terminate the employment of students and temporary employees. As vacancies occur, we will not be able to fill them. If we do not receive help and we do not take these actions, the Library will go into the red. That is not acceptable.

By my estimate, we have two years to avoid our budget becoming unstable.

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 located at SEC universities. They each 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 contains 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 100 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. 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 Catseby, the Chinese Film Collection, the Arader Natural History and Map Collection, Grissom Ernest Hemingway collection, Ariail Astronomy Collection, the Winston Churchill Collection, the Elmore Leonard Archive and Pat Conroy Archive.

Our Information Literacy program has expanded to offer more than 80 sections of LIB 101online course to support the Carolina Core. Our integrated library system has been enhanced with a discovery platform to search across our print holdings and our electronic databases in one search interface. Access to our print materials improved with the introduction of new services such as Scan and Deliver 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

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

	Fall 2014	Fall 2013	Fall 2012
Tenured	35	32	25
Untenured	24	21	12
Non-tenure track	1	1	1
Total	60	53	48

2. Current number and change in number of underrepresented minority groups from FY2014

	Fall 2013	Fall 2014	Change
Tenured	15	17	+13%
Untenured	19	17	-11%
Non-Tenure Track	0	0	0%
Total	34	34	0%

F. Statistical Research Data

1. Total number and amount of external sponsored research proposal submissions by funding source for FY2014

Description	# Submissions	1st year amount
Federal – (FED)	1	$498,692
Private, Foundations, Non-Profit – (PHI)	1	$15,160
Total	**2**	**$513,852**

2. Summary of external sponsored research awards by funding source for FY2014

PI	Total Sponsor	Federal	Private
Boyd, Kate	$315,000	$315,000	
Fulmer, Henry	$183,692	183,692	
Pappas	$15,150		$15,160
Total	**$513,852**	**$498,692**	**$15,160**

3. Total sponsored research expenditures per tenured/tenure-track faculty for FY2014

Faculty	**Total Expenditures**
Boyd, Kate	$315,000
Fulmer, Henry	$183,692
Pappas, Lydia	$15,160

G. Initiative: 5%impact

There are really two aspects to our budget. Roughly half of our money is used to maintain the collections and the other half pays the salaries of the staff. What is left is money for supplies, memberships and travel.

A 5% reduction in the collection budget would mean massive cancellations of resources and that would damage the student's ability to complete assignments and the faculty's ability to do research. The same reduction in salaries would mean all the students and temporary employees would have to be terminated and vacancies would not be filled.

The reality is that the library collections are supported through the inflation dollars we receive each year and the endowments that have been created through fundraising. Salaries have become the major issue for the libraries. A 5% increase over three years is exactly what we are asking for to stabilize our personnel budget.

Library faculty salaries begin at $41,000, far below faculty positions in any other area of the university. We do not even consider such luxuries as start-up packages. Our salaries are so compressed that 68% of our 57 faculty earn between $41,000 and $59,000.