Blueprint for Academic Excellence 2014-2015

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 collection additions 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 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 Library's role in information literacy instruction has greatly expanded in the last year with librarians teaching 80+ sections of a one credit information literacy course in support of the Carolina Core. In addition, librarians assist students directly through individual reference transactions, research consultations and library instruction sessions tailored to specific courses. Last year, librarians answered 68,226 questions from students at our service desks and our online research guides were viewed 132,044 times. The number of library instruction sessions increased 46% over the previous year and continues to rise across all subject 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.

The library's collections can be viewed as two collection areas. The first is the general collection found in the Thomas Cooper Library, Music Library and Springs 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 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:

American National Biography (online edition)

Information on the lives of over 19,000 people from all eras who have influenced and shaped American history and culture. We previously had only the print edition.

The Birds of North America Online

Comprehensive life histories for each of the 716+ species of birds breeding in the USA (including Hawaii) and Canada. The online edition includes sounds and videos.

China Knowledge Resource Integrated Database (F: Literature/History/Philosophy)

 The most comprehensive, full-text database of Chinese journals in the world. Content ranges from 1915 to present. The University Libraries' subscription is just to series F covering literature, history, and philosophy journals.

International Monetary Fund eLibrary (aka IMF Statistics)

Four important statistical databases from the International Monetary Fund: International Financial Statistics, Balance of Payment Statistics, Direction of Trade Statistics, Government Finance Statistics.

Kantar Media/ SRDS

Web access to advertising data.

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 Donald J. and Ellen Greiner Collections of John Hawkes and Frederick Busch

The Graham-Kennett Collection of Children's Literature, 5,000 volumes includes a substantial number of award winning children's and young adult books

The Greta D. Little and Joel Myerson Collection of Multicultural Children's Literature

From the Collection of Jeffery Leving: A group of important works of American literature and significant historical publications, engravings from Robert Thorton's *Temple of Flora* and etchings by Giovanni Battista Piranesi

A collection of books on Meso-American Archaeology and History donated by Don Rosick and Patricia Mason

Moving Image Research Collections: Personal manuscripts of Fox Movietone cameramen: The Bob Blair Collection, The Louis L. Hess Collection and additions to the Bill Birch Collection

South Caroliniana Library: James and Mary Boykin Chesnut, half-plate daguerreotype photographic portrait, circa 1846-1848; William Gilmore Simms, oil on canvas portrait by William Edward West, 1844, Helena Wells (South Carolina's first novelist); *Letters on Subjects of Importance to the Happiness of Young Females*…, London, [1799]; Lista Studio Collection (Aiken, South Carolina), 777 boxes of photographic negatives, 1954-2004; Richard T. Greener, University of South Carolina law diploma and license to practice law in South Carolina, 1876

South Carolina Political Collections: The papers of Sarah Leverette, Neal Thigpen, Tom Turnipseed, Luther Battiste, IS Leevy Johnson

The physical spaces of the University Libraries continued their evolution as they must.

The Thomas 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 Thomas 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 Springs Business Library is transforming into a paperless library in advance of their move into the new Moore School of Business building. The library space in this new building will not include printed materials. Our desire is to create a library of the future based on electronic access to business research materials. The Business school librarian's focus will be to partner with teaching faculty to integrate business research skills into the curriculum.

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.

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
- Raise funds and renovate South Caroliniana Library

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. 2014-2015 Academic Year Goals

Goal 1. Foster an institutional culture that encourages professional growth, collaboration, and organizational effectiveness.
- Fill positions: Head Business Librarian, Assistant Acquisitions Librarian, Science Librarian, Assessment Librarian, Communications Librarian

Goal 2. Enhance and promote the Libraries' information services that enable scholarship, faculty research, and student academic success.
- Continue to offer 80+ sections of LIB101: Information Literacy in support of the Information Literacy component of the Carolina Core
- Promote Book a Librarian service and research consultations
- Implement LibAnswers service for better reference service triage
- Expand Public Service Internship program to cross-train graduate students in reference and circulation activities

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
- Continue annexing materials and explore possibility of weeding project in response to space constraints
- Complete web redesign that 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--- **$360,000 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 $5.1 million in electronic resources and an average 7% inflation on $900,000 in paper resources.

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 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 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 and the Winston Churchill Collection. We are going to announce the Elmore Leonard and Pat Conroy collections. These major author archives will establish the library as a center for studying writing and writers. 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. As a result, our library faculty salaries are at the bottom of the 123 Association of Research Libraries and this has a serious effect on our ability to recruit.

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 2013	Fall 2012	Fall 2011
Tenured	32	25	31
Untenured	21	12	15
Non-tenure track	0	1	1
Total	53	38	47

12. Current number and change in number of underrepresented minority groups from FY2012

	Fall 2012	Fall 2013	Change
Tenured	17	16	-6%
Untenured	11	15	+36%
Non-Tenure Track	1	0	-100%
Total	29	31	+7%

F. Statistical Research Data

1. Total number and amount of external sponsored research proposal submissions by funding source for FY2013

Description	# Submissions	1st year amount
Federal – (FED)	2	$254,997
Private, Foundations, Non-Profit – (PHI)	1	$12,000
Total	**3**	**$266,997**

2. Summary of external sponsored research awards by funding source for FY2013

PI	Total Sponsor	Federal	Private
Boyd, Kate	$35,000	$35,000	
Hartsook, Herb	$2,000		$2,000
Heckman, Heather	$229,997	$229,927	
Total	**$266,997**	**$264,997**	**$2,000**

3. Total sponsored research expenditures per tenured/tenure-track faculty for FY2013

Faculty	Total Expenditures
Boyd, Kate	$35,000
Hartsook, Herb	$2,000
Heckman, Heather	$229,997