Blueprint for Academic Excellence
University Libraries
2012 – 2013
March 5, 2012

I. Executive Summary

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

The university research libraries that are examples of our peers include:

University of Florida	University of Tennessee
University of Georgia	Vanderbilt University
University of Kentucky	

Each of these libraries' institutions is an SEC university. 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.

B. One of the most important 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 150,000 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 continue to grow.
- Moving Image Research Collections (MIRC) is among the five largest film archives in the United States.

Our Library remains strong in assessing our users and responding to the changes in research needs. Every aspect of higher education is in a state of constant change. Our University Libraries must remain extremely nimble to identify areas of need and apply our limited

resources. All of this begins with a highly developed assessment process. We have devoted a significant portion of our budget to assessment. The results of our efforts have been documented in a high degree of user satisfaction from our students and faculty.

An additional strength of the University Libraries is its extraordinary 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 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 Ernest F. Hollings Special Collections Library, renovation of group study rooms and refurnishing of several study areas. Many new collections have been added, including a first edition Catesby, the Chinese Film Collection, the Winston Churchill Collection, Jack Smyrl Collection, Mary Boykin Chesnut Photography Collection and Ariail Historical Astronomy Collection. New services have been implemented such as the Scan and Deliver service and the office book delivery service.

C. 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 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.

The most significant institutional assistance need of the University Libraries is to have an expansion of the Library Annex. This project has had a feasibility study conducted and needs to be added to the Capital Projects Plan. Until the next Annex storage building is built, it will not be possible to repurpose any further space in the Thomas Cooper Library.

II. University Libraries Goals

A. Five Year Goals

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

Goal 2. Ensure the Libraries' services are essential to the education of 21st century learners.
- Align services and programs for student success and retention
- Promote access to library information and materials to anyplace at anytime

Goal 3. Ensure the Libraries maintain outstanding learning environments.
- Address critical space needs to serve projected enrollments and enhance recruitment
- Broaden online infrastructure to support diverse virtual environments
- Improve or repair deteriorating building infrastructure

Goal 4. Ensure the Libraries' collections are aligned with the University's mission.
- Monitor funding allocations for increasing electronic collections
- Increase support for digitized content and emerging formats
- Cultivate collections impacting research and scholarship

B. 2012-2013 Academic Year Goals

Goal 1. Foster an institutional culture that encourages professional growth, collaboration, and organizational effectiveness.

   Progress:
- Hired Director of Library Technologies and Systems, Director of Rare Books and Special Collections, Head of Cataloging, and Head of Interlibrary Loan
- Experimenting with cross-training student workers to staff multiple service desks
- Established University Libraries Liaisons Team to increase effective collaboration and outreach

   Plans for 2012 – 2013:
- Support training and programming for staff development to encourage excellence and provide opportunities for growth
- Address needs for expanded processing services, collections management, and records management within the South Caroliniana Library
- Update Cataloging Department documentation and make it available via the web
- Explore use of external authority control to manage authority cataloging work currently handled in-house
- Re-evaluate workflow based on new locations of staff and service points
- Investigate technological solutions that optimize and enhance library work processes and productivity

- Integrate new curatorial staff to speed processing of unprocessed or partly processed film collections
- Expand participation in the University Libraries Liaison Program to include Special Collections departments
- Improve staff cross-training at the shared reference desk in Hollings Library
- Explore faculty, MLIS fellows, and graduate student positions to support information literacy and bibliographic instructions, and to staff combined public service desks – especially for late nights and weekends
- Upgrade InterLibrary Loan system (OCLC ILLIAD) for efficiencies and improved functionality; expand current collaboration with Acquisitions Department in implementing improved request management software (GIST)
- Implement a platform for effectively reporting statistical and assessment information
- Define a standard set of processes to continually assess the effectiveness of the University Libraries' web presence
- Pilot a longitudinal library survey to assess user needs and service quality

Goal 2. Enhance and promote the Libraries' information services and resources that enable scholarship, faculty research, and student academic success.

Progress:
- Established a resources team for planning product trials and further examination of Discovery products
- Implementation of patron-driven acquisition functions is in progress
- Drafted plans for reference and research consultation site
- Offered 3 sections of LIBR100, *Information Literacy*, in Spring 2012

Plans for 2012 – 2013:
- Continue to support the information literacy component of the Carolina Core
- Establish new ways of promoting library services, collections, events and exhibits
- Increase digital signage for expanded user awareness
- Provide mobile technology access to library resources and services
- Develop and promote smartphone applications based on user needs
- Expand outreach and promotion of Digital Collections efforts
- Increase programming offered by the South Carolina Political Collections, including the National Issues Forum
- Add digitized material to enable access and to promote the study of South Carolina Political Collections
- Simplify the Library Annex requesting process for more seamless user experience
- Streamline multiple scanning and electronic delivery services into a single service managed by OCLC ILLiad's Odyssey (InterLibrary Loan software)
- Provide delivery of InterLibrary Loan books to Distance Education students
- Open and promote Thomas Cooper Library's Research Consultation area
- Develop consistent brand identity for University Libraries; increase branding efforts that promote the unique qualifications of Librarians
- Evaluate University Libraries' printed publications for future planning and marketing

Goal 3. Offer adaptable and well-equipped learning environments and facilities.

Progress:
- Updated signage at service points for better user experience
- Launched iPad checkout program
- Improved Library Annex Reading Room including WiFi
- Music Library opened new collaborative group study spaces and added space for quiet, individual study

Plans for 2012 – 2013:
- Continuously maintain a dynamic web presence
  - Review and prioritize departmental upgrades and/or redesign
- Design a digital finding aids database to help users find materials across special collections
- Expand the historic digital S.C. newspaper repository using the Chronicling America software
- Install software for handling requests and tracking materials in the Irvin Department of Rare Books and Special Collections
- Develop a viable and visible Online Reference Room; design a research web page & revise the research tutorial
- Continue preparation for new business library; refine strategies for providing electronic resources for the Moore School
- Create a disaster and recovery plan for Library Annex; adopt a green initiative plan for the Library Annex to reduce paper and establish a recycling program
- Continue to improve the South Caroliniana Library's facilities and environment

Goal 4. Cultivate opportunities for stewardship and advancement of the Libraries' diverse and unique collections to support local and global scholarship.

Progress:
- William Gilmore Simms Initiative Website completed; over thirty books currently available online
- Completed inventory of 24,000 items for Center of Excellence for United States Department of Education (1979-present) project
- Established partnership with English Department for Center for Digital Humanities
- Added content to South Carolina Digital Collections from partners throughout the state
- Completed K-12 Digital Initiative web site with 40 lesson plans
- Added content to digital institutional repository, Scholar Commons
- Hired Events Coordinator

Plans for 2012 – 2013:
- Launch pilot Digital Video Repository (MIRC DVR), an OAIS compliant digital preservation infrastructure for high definition video and new website for access to

Moving Images Research Collection (MIRC) holdings, including the Fox Movietone News Collection

- Increase outreach and fundraising efforts toward $5m goal for further digitization of MIRC collections
- Complete database inventory (barcoding) of nitrate film components of Fox Movietone News Collection
- Complete NEH funded work to create open-source software to reproduce film sound from scanned images of that sound
- Complete IMLS/ASERL grant funded Center of Excellence for United States Department of Education materials (1979-current)
- Finalize new State Plan for South Carolina's Federal Depository Libraries
- Update and expand South Carolina Digital Library (SCDL)
- Hire a new Associate Director for the Center for Digital Humanities
- In collaboration with USC Press, establish a fine printing process for making our collections more widely available for purchase
- Establish system for organizing and archiving library-related photos to be used in publications, website, development activities, etc.
- Expand development focus on acquiring collections such as Modern American Literature to strengthen holdings of Irvin Department of Rare Books and Special Collections
- Recognize first named alcove at the South Caroliniana Library; continue outreach to significant donors who contribute $250,000+ for recognition through naming of additional alcoves
- Develop a plan to name spaces in South Carolina Political Collections, Hollings Library
- Continue active participation in *Carolina's Promise* toward Libraries' goal of $25 million by preparing campaign material, recruiting and coordinating volunteers, drafting proposals, reviewing quarterly progress, and investigating prospect pool for support of Libraries
- Prioritize and seek opportunities for funding endowed and named positions, including: the Dean's position, Scottish bibliographer, Director of South Caroliniana Library, as well as funding to support student workers throughout the Libraries
- Complete a summary of stewardship guidelines for managing approximately sixty endowments by Development Office
- With new Events Coordinator, review management strategies to insure events are purposeful and justify expenditure of staff time and effort
- Increase the Libraries' donor base by soliciting annual donations at the $1,000 plus level for recognition through the Ex Libris Society

Unit Statistical Profile

Scholarship, Research, and Creative Accomplishments (*provided by Office of Research IT and Data Management Office*)

Q1. The total number and amount of external sponsored research proposal submissions by agency for FY2011

FY2011 PROPOSAL SUBMISSIONS		
University Libraries		
	Number	Dollars Requested
NIH		
HHS (excl. nih)		
NSF		
DOD		
DOE		
USDE		
OTHER FEDERAL:	6	
Makala, Jeffrey	IMLS	$23,221
Boyd, Kate	Institute of Museum and Library Services	$24,503
Boyd, Kate	National Endowment for the Humanities	$201,853
Hare, Christopher	National Endowment for the Humanities	
Wilsbacher, Greg	National Endowment for the Humanities (NEH)	$130,079
Boyd, Kate	SC State Library/IMLS/NEH	$47,746
TOTAL OTHER FEDERAL		$427,402
STATE		
LOCAL		
PRIVATE		

Q2. Summary of external sponsored research awards by agency for FY2011

Awards by Source/Agency	
University Libraries	
	FY2011 Funding
NEH	$300,000
Total Funding	$300,000

Appendix

Q3. Total extramural funding and Federal extramural funding in FY2011

Summary of Awards	
University Libraries	
Total Funding	Total Federal
$300,000	$300,000

Q4. Amount of sponsored research funding per faculty member in FY2011
(by rank, type of funding)

PI_HM_DEPT_DESC	TITLE_DESC	PI_NA	TOTAL	COMM	FED-ERAL	LOCAL	OTHER	PHI (NON-PROFIT	STATE
Thomas Cooper Library		Wilsbacher, Greg	300,000		300,000				

Q5. Total sponsored research expenditures per tenured/tenure-track faculty for FY2011
(by rank and department)

Thomas Cooper Library		
Boyd, Kate	198,504	Tenured
Horton, Mary	171,686	Tenure Track
Sudduth, William	23,396	Tenured
Wilsbacher, Greg	20,797	Tenured

Q6. Number of patents, disclosures, and licensing agreements in fiscal years 2009, 2010 and 2011

	Invention Disclosures	Provisional patent applications	Non-Provisional patent applications	Issued patents
FY2011	0	0	0	0
FY2010	0	0	0	0
FY2009	0	0	0	0

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Faculty Hiring/Retention

	Fall 2009	Fall 2010	Fall 2011
Tenured	28	25	31
Untenured	19	12	15
Non-tenure track	0	1	1
Total	47	38	47

	AY 2009	AY 2010	AY 2011		
Hired	2	2	8		
Lost	n/a	2	7		
Reason					
AY2010		both retirements			
AY2011		3 retirements, 4 other positions			

Funding Sources

	30-Jun-09	30-Jun-10	30-Jun-11
30000 E001	$(1,465)	$(3,809)	$(1,556)
30000 E100	$310,392	$(8,301)	$150,344
30000 E102	$55,667	$31,113	$38,218
30000 E150	$13,712	$14,843	$17,185
30000 E700	$138,661	$162,169	$176,344
35000 E100	$190,938	$171,107	$88,092
Total	$707,905	$367,122	$468,627
	30-Jun-09	30-Jun-10	30-Jun-11
30000 E304	$49,666	$41,878	$39,739
30000 E320	$119,053	$185,768	$235,632
30000 L154	$213,411	$272,064	$314,770
30000 L160	$15,331	$17,206	$1,810
Total	$397,461	$516,916	$591,951

Gifts and Pledges Fiscal Year 2011						
Uses	Current Gifts	In-Kind	Planned Category B	Planned Category C	Outstanding Pledges	Total
Student Support	$8,147	$0	$0	$0	$75	$8,222
Faculty Support	$0	$0	$0	$0	$0	$0
Program Enhancement	$209,359	$821,503	$0	$250,000	$2,007,682	$3,288,544
Unrestricted	$141,964	$0	$491,717	$0	$9,506	$643,187
Capital	$29,527	$0	$0	$0	$11,879	$41,406
Total	$388,997	$821,503	$491,717	$250,000	$2,029,142	$3,981,359
Number of Donors: 1,604						