

## **University Libraries**

### **Blueprint for Academic Excellence 2016-2017**

#### **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 varying impacts on the Dashboard Metrics, the “four pillars” and key performance measures.

The impact of the library is undeniable. Some key collections will attract high achieving undergraduates who will want to work with manuscript materials. Collections and library services will have significant impacts on retention, graduation, research, faculty awards and doctoral degrees. Students spend a great deal of time in the library and we seek to provide a superior student experience in everything we do. We have begun to develop programs for the adoption of open educational resources (OER) in order to reduce textbook costs for students. We believe that our many superior library events contribute to the state’s overall wellbeing. Measuring the impact of the library has proven difficult, but 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 accurately assess our impact. 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.

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 70,000 questions from students at our service desks and our online research guides were viewed 138,040 times. The number of library instruction sessions continues to increase every year. In all, 15,459 students attended 1,760 instruction sessions by librarians. We believe these levels of instructional support are making a positive impact on the Dashboard metrics in terms of retention and graduation rates.

When the University adopted Information Literacy (IL) as a component of the new Carolina Core, librarians worked with First Year English to overlay IL modules into the English 102 curriculum. This left the approximately 2,000 students who transfer into USC each year with English 102 credit lacking the required IL component. The Provost's office asked the library to create a one-credit course to provide IL credit to that population. We developed Library 101: Information Literacy as an online course and launched in Fall 2013. The library has dedicated a librarian, program coordinator and curriculum coordinator to manage the Library 101 program. Library 101 hires approximately 52 adjunct instructors each year to teach the course. In the last academic year, the course enrolled 2090 students in 88 sections. We have increased the number of sections offered each year. In addition to transfer students, we have identified other populations who require an IL credit, such as students who enroll with AP English credits that exempt them from First-year English courses. Our current focus is to work with teaching faculty to overlay IL in additional courses available to undergraduates.

## **Section II: Meeting Academic Dashboard Targets**

The Library's activities must focus on Collections, Services, Spaces and Staff. As I explained in the above Executive Summary, if we are successful in these areas, our actions will impact most of the Dashboard metrics. 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 and employ processing staff. Over 97% of the Library's collection budget is used to support digital resources. Last year, our users downloaded over 5 million items. The annual number of downloads has been increasing by roughly 1 million additional downloads per year.

The issue that we continue to face with General Collections 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.

The Library was able to purchase several products this year with help from academic departments. In other areas, we tap into endowment accounts in order to make important addition resources available. Key purchases of the last year include:

- **ARTstore Online.** This resource provides access to over a million high quality images of art and photography, with descriptions and provenance. ARTstore covers many time periods and cultures, and documents the fields of architecture, painting, sculpture, photography, decorative arts, design, anthropology, ethnographic and women's studies, as well as many other forms of visual culture. This resource was acquired with contributions from 17 academic units, including the library.
- **Harvard Digital Loeb Classical Library.** This resource includes epic and lyric poetry; tragedy and comedy; history, travel, philosophy, and oratory; the great medical writers and mathematicians; and those Church Fathers who made particular use of pagan culture—in short, our entire Greek and Latin Classical heritage is represented here with up-to-date texts and accurate English translations. More than 520 volumes of Latin, Greek, and English texts are available allowing readers to browse, search, bookmark, annotate, and share content with ease.
- **Women and Social Movements International : 1840 to Present.** This online database brings together books, images, documents, scholarly essays, commentaries, and bibliographies, documenting the multiplicity of women's activism in public life.

### **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.

### **Irvin Department of Rare Books and Manuscripts**

The Irvin Department has added a number of significant resources. The Dashiell Hammett Collection and the Anita Lobel Collection were major additions to our research collections. We added the finest known copy of Robert Thornton's *New Illustration of the Sexual System of Carolus von Linnaeus: The Temple of Flora, or Garden of Nature*. We were also able to acquire important typescripts and screenplays including a galley proof of John Updike's "Shipboard," William Faulkner's "The Left Hand of God," Ernest Hemingway's "The Sun Also Rises" production archive, and F. Scott Fitzgerald's "Tender is the Night."

The Irvin Department continues to be a center for teaching. Four full semester courses are taught in the Hollings Library using various parts of the collections. In addition, 70 classes including over 2,000 students received instruction by librarians in the Irvin Department classrooms.

## **Moving Image Research Collections**

In a partnership with Marine Corps University, MIRC has become the home of the United States Marine Corps Film Repository. We now have more than 300 reels of films on campus. An additional 18,000 films are scheduled to arrive when the new vault is complete.

MIRC contributed footage to more than 175 research and production projects. Highlights include projects for USC faculty and students, scholars from Princeton, and the University of Georgia.

## **South Caroliniana Library**

Each year, the South Caroliniana Library acquires a vast array of materials in every conceivable format. Recent acquisitions include the personal and professional papers of James L. Solomon, Jr., one of three African American students to racially integrate the University of South Carolina in 1963, and later commissioner of the South Carolina Department of Social Services and division director at the Commission on Higher Education.

The library acquired a manuscript volume, circa 1863-1865, and an autograph book bearing the signatures of 138 Union prisoners of war held at Camp Sorghum in Columbia, S.C. The prison camp had no buildings or fences. Guards marked a line within the camp's boundaries with wooden planks, warning prisoners that if they crossed the planks they would be shot.

Among the thousands of photographs collected in the last year, an exceptional acquisition was the photograph album, 1862-1863, of U.S. Navy Lieutenant Emanuel Mellach of Trenton, N.J., with photographs by Henry P. Moore of Concord, N.H., and Good & Stokes of Trenton, N.J. The photographs document the Port Royal area during the Union occupation. Included are the Seabrook house and gardens, the James Hopkins plantation, and headquarters of Twelfth Massachusetts Cavalry on Edisto Island; General Thomas Drayton's house, slaves, and slave quarters on Hilton Head Island; officers, sailors, and marines on the U.S.S. *Wabash*; pivot gun crew on the U.S.S. *Pocahontas*; and the Signal Corp station, Port Royal.

## **South Carolina Political Collections**

Over the past twelve months, SCPC has signed gift agreements with congressmen James Clyburn, Tom Rice, and Mick Mulvaney, three of South Carolina's nine member delegation. We have verbal commitments from Sen. Tim Scott and Congressman Trey Gowdy. There is no other repository in the United States serving this proportion of its congressional delegation.

Two other particularly important acquisitions are the papers of former Chief Justice Jean Toal and South Carolina Civil Rights icon Henrie Treadwell. Any one of the aforementioned acquisitions would represent a banner year for many legislative repositories.

In addition to acquiring digital content, the Library creates vast collection of digital resources. To date, we have created close to a million digital images. These images are viewed hundreds of

thousands of times a year by individuals in countries all over the world. Our analytics indicate that only a few countries in Africa and people in Greenland are not using our resources. We are planning to contact Greenland to see what the problem might be!

## **Physical Spaces**

The University Libraries are located in the Thomas Cooper Library, Hollings Library, the South Caroliniana Library, MIRC's Catawba Street warehouse, the Library Annex in Northeast Columbia, the Music Library located in the School of Music building, and the former State Archives building on Senate Street. Each of these facilities has a never ending list of needs and repairs.

Few spaces on campus are more heavily used than the Thomas Cooper Library. The Cooper Library now averages 10,000 visitors a day and over 1.5 million visitors a year. The Library's group study rooms are used over 25,000 times per year. The Cooper Library also provides meeting spaces for a wide range of campus groups, including TRIO, USC Connect, UTS, Provost's Office, Faculty Senate committees, academic departments, and Continuing Education.

The Caroliniana Library remains emptied of collections as we await the beginning of renovations. Renovations can only begin when we have raised an additional \$5 million. This project is the number one priority of the University Libraries. We are in a race against time to save this library.

After the Caroliniana Library, our next greatest priority is to expand the Library Annex. The Cooper Library is the exact geographical center of our University. It houses over 3 million volumes that are rarely used. We need to move these volumes to the Annex and free valuable space that can be repurposed for teaching, learning, and discovery. Construction costs on campus are approaching \$500/square foot. The Cooper Library is a 300,000 square foot building that offers amazing opportunities to enhance teaching, learning, and research.

## **Services**

Library services evolve constantly as we attempt to meet our users at their point of need. We employ traditional reference desk services in the Library, but also provide email, chat, and our "Book a Librarian" services. We employ all forms of social media to inform users of our services and our resources. We employ LibGuides software to provide a summary of resources with links to instructional and usage information. LibGuides were used over 150,000 times in the last year. Our Information Literacy programs, as outlined above, are expanding and our librarians are focusing their activities on research instruction and interactions with students and faculty in the classroom.

### **Section III: Meeting Key Performance Measures and Goals**

What follows are the University Libraries five year goals and its 2015-2016 goals. Specific goals for the coming year will involve the South Caroliniana Library renovation, digitation of print and film collections, and significant fundraising activities. The Strategic Directions listed below represent our every year and every day goals.

The University Libraries operate on a model of assessment, planning, implementing and assessment. This circular approach is vital to remaining current in an ever changing information landscape.

#### ***Strategic Direction 1: Reimagine the library as a learning and discovery center connecting students, faculty and community in exchange of ideas***

1. Increase engagement with campus community to facilitate learning and discovery
2. Seek opportunities to improve the user experience with our services and spaces
3. Increase programming that inspires engagement with collections and services and supports research and curriculum
4. Improve discoverability of services and resources in physical and online environments
5. Communicate the image of the library as facilitating learning and discovery, anytime and anywhere
6. Redesign University Libraries to facilitate role as a center for learning and discovery
7. Increase collaboration with departments co-located in library space to meet mutual needs in support of learning and discovery
8. Increase the library's participation in and support of scholarly communications across campus

#### ***Strategic Direction 2: Develop collections strategies that emphasize access at the point of need; collections that enhance research and teaching; and access through partnerships***

1. Explore current and potential demand driven acquisition (DDA) models
2. Integrate and promote Open Access and other readily available research materials
3. Evaluate the use of library collections and their impact on research and teaching
4. Seek opportunities to work with new or existing partners (PASCAL, ASERL, others) to access, share, store and preserve digital and print materials

#### ***Strategic Direction 3: Make our unique collections accessible to scholars and discoverable by students through exhibitions and digital activities***

1. Assess user demand for special collections
2. Establish best practices for digital exhibits
3. Enhance and expand descriptions of materials
4. Plan and budget for preservation and storage of digital and audiovisual materials
5. Investigate and pursue grant funding opportunities to support making unique collections discoverable
6. Outline and adopt a unified, library-wide approach to processing born-digital materials

#### ***Strategic Direction 4: Engage with campus community to integrate information literacy skills across the curriculum and the academy***

1. Establish a process for oversight and coordination of instruction initiatives across University Libraries
2. Better meet the need for information literacy instruction across campus
3. Evaluate and employ appropriate technology to maximize the impact and effectiveness of information literacy services for a variety of audiences

## **Section IV: Appendices**

### **A. Resources needed**

#### **Collection Budget Inflation Support--- \$427,119 Recurring**

These funds are used to offset inflation on the databases and serials purchased by the Library and to support personnel needed to process collections. The calculation is based on an average 6% inflation on \$6,231,423 in electronic books, journals and databases resources and an average 7% inflation on \$1,544,172 in print, microform, video and sound recordings. The actual inflation amount is higher than our request, but we use endowments to supplement the collection budget.

#### **Personnel Budget Support---\$100,000/year recurring for three years**

The University has supported the library collection budget for many years. Unfortunately, our requests for personnel increases have not been supported. Even so, the library has had to add positions to support new areas including digitization, information literacy, and assessment.

The Thomas Cooper Library is now home to units from Arts and Sciences, Student Affairs and the Provost's Office. We have had to add staff to support the facility, technology and communication needs of these units. The Hollings Library hosts events throughout the year that benefit units from all corners of the university. We have had to add events and facility staff to support these activities. We are filling positions to support the creation of a Civil Rights Center.

Salary Compression has become a major issue for the library. Our salaries are at the bottom of the Association of Research Libraries with 68% of library faculty salaries between \$41,000 and \$59,000. We cannot attract top candidates for our vacancies with the salaries we have to offer.

#### **Potential Legislative Initiative**

There is no doubt that the library and the university could benefit from an expansion of our Library Annex. Removing low usage collections from the Cooper Library and repurposing the space could benefit many initiatives. Funding the expansion has

proven to be difficult. There is very little donor appeal and moving up on the university funding list is unlikely.

Most libraries and universities in the state are facing a similar desire to move low use paper collections out of library building to open up prime real estate. If we were to request \$15 million from the legislature, we could expand the Annex by three million volumes and offer free storage to every academic library in the state. We would have the support of every head librarian and university president in the state.

The academic libraries in the state are all members of the Partnership Among South Carolina Academic Libraries (PASCAL). PASCAL provides a database that merges cataloging information for all of the academic library collections in the state and provides a delivery service. The membership supports these services through dues. What this means is that electronic access and a delivery system are already in place.

If we received funding, everyone would benefit. It would also be possible to estimate the number of square feet that would be freed up across the state and we could estimate a dollar figure for the acquired space. If we could free 500,000 square feet of space and estimate an average construction cost of \$400/square foot, we could proclaim that a \$15 million investment could achieve \$200 million worth of new space.

## **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 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.

### **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 and several major author repositories. 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 four largest film archives in the United States.

An additional strength of the University Libraries is its faculty and staff. The University Libraries are 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, the Grissom Ernest Hemingway collection, the Ariail Astronomy Collection, the Winston Churchill Collection, the Elmore Leonard Archive, the Pat Conroy Archive, and the Dashiell Hammett papers.

#### 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, Vice President for Research, fellow Deans, and donors to support Library initiatives.

#### E. Unit Statistical Profile

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

	Fall 2015	Fall 2014	Fall 2013
Tenured	30	35	32
Untenured	27	24	21
Non-tenure track	1	1	1
Total	58	60	53

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

	Fall 2014	Fall 2015	Change
Tenured	17	17	0%
Untenured	17	19	11.7%
Non-Tenure Track	0	0	0%
Total	34	36	5.8%

##### 3. Total number and amount of external sponsored research proposal submissions by funding source for FY2015

<b>Description</b>	<b># Submissions</b>	<b>1<sup>st</sup> year amount</b>
Federal	5	\$437,548
Other	1	\$23,000
Private, Foundations	1	\$2,000
<b>Total</b>	<b>7</b>	<b>\$462,548</b>

4. Summary of external sponsored research awards by funding source for FY2015

<b>PI</b>	<b>Total Sponsor</b>	<b>Federal</b>	<b>Private</b>
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

5. Total sponsored research expenditures per tenured/tenure-track faculty for FY2015

<b>Faculty</b>	<b>Total Expenditures</b>
Wilsbacher	\$40,602.39
Horton	\$5,038.01
Taylor	\$1,883.05

**F. Challenges**

Every examination of the University Libraries must focus on collections, services, facilities, a staffing. Each of these areas offers unique range of issues.

General collections are very close to being completely digital version of monographs and serials. In most cases, we do not own the resource, but must pay ever increasing fees to access the information. This requires the University to provide a major increase to the Library's budget each year. The increase only allows us to keep pace with inflation. New degree programs often require new resources. We have been fairly strategic in applying endowment funds and assistance from academic departments to keep up with new purchases.

The collections of our Special Collection areas have a very different set of issues. Rare books and manuscripts are extremely expensive to acquire and very labor intensive to catalog. Most of this funding has to come from donors or through gift/purchase opportunities. As expensive as these materials are, they are vital to

providing primary research materials for students and faculty. They also qualify us for membership in the Association of Research Libraries (ARL). We are the only ARL member library in South Carolina.

Every great research library attempts to provide access to its collections through digitization. As I mentioned earlier in the report, we have scanned over 600,000 images from our collections. Our challenge is in the area of film digitization. We would like to be able to scan our films to preservation level scans, but the University does not have nor is it likely to have the infrastructure to support massive files of scanned footage.

The facilities of the Libraries provide an endless list of needs. The Caroliniana Library is by far our greatest challenge. The Caroliniana is a building of national importance, but has been allowed to deteriorate to the point of disaster. The warehouse that our Moving Image Research Collections is located is a disgrace. The national treasure Fox Movietone news is stored in munition bunkers at Fort Jackson. The Caroliniana and MIRC are major challenges with major price tags.

Services and staffing are really one in the same. There are some services that can be offered through digital resources, but most true library services involve staff. Over the 25 years I have worked in this library, the number of staff has not fluctuated. In fact, I would not be surprised if we do not have fewer staff than we had 25 years ago. During the recessions of the 1990's, the Library leadership sacrificed positions in order to protect the collection budget. The result is that we operate with a staff that is much smaller than peer libraries.

The real answer to the Library's challenges is to establish a student library fee. In 2007, Provost Becker agreed that this sort of dedicated revenue stream would solve most of the Library issues and there is a wealth of information on how a fee of this kind has worked at other libraries. The recession and the corresponding legislative opposition to fees has not allowed this to happen.